

Asian Pacific American Federal Career Advancement Summit

May 15, 2008

Executive Summary



Hosted by U.S. Secretary of Labor Elaine L. Chao and
U.S. Office of Personnel Management Director Linda M. Springer

**Asian
Pacific
American**

Federal Career Advancement Summit





TABLE OF CONTENTS

iii	<i>A Message from The Honorable Elaine L. Chao, U.S. Secretary of Labor</i>
2	Introduction <i>Reaching Out to Asian Pacific Americans in Federal Service</i>
4	U.S. Government Leaders Address the Summit <i>Plenary Address: The Honorable Linda M. Springer, Director, U.S. Office of Personnel Management</i> <i>Morning Keynote Address: The Honorable Elaine L. Chao, U.S. Secretary of Labor</i> <i>Luncheon Keynote Address: The Honorable David S. C. Chu, Under Secretary for Personnel and Readiness, U.S. Department of Defense</i>
26	Interactive Workshops Focus on Key Issues <i>Emotional Intelligence</i> <i>Dealing with Stress and Conflict in the Federal Workplace</i> <i>Project Management</i> <i>Business Writing for Results</i> <i>Strategies for Effective Leadership</i> <i>Structured Interviews</i> <i>How to Communicate with Tact and Professionalism</i> <i>Team-Building, Mentoring and Coaching Skills</i> <i>Equal Employment Opportunity: A Key to High Organizational Performance and Harmony</i>
39	Executive Coaching: Getting Personal About Career Advancement
41	Creating Opportunities for the Asian Pacific American Community <i>Opening Doors to Asian Pacific Americans at the Highest Level of Government Service</i> <i>Helping APA Workers and Employers Understand Their Rights and Obligations</i> <i>REACH: Rapid Employee Assistance in Chinese Hotline</i> <i>TIGAAR: The Information Group for Asian American Rights</i> <i>COACH: Compliance Outreach to the Asian Community and Hispanics</i> <i>Helping APAs Overcome Challenges and More Fully Participate in the American Dream</i> <i>Fighting Discrimination Against Women and Minorities</i> <i>Standing Up For Immigrant Workers in Low-Wage Industries</i>
48	Opportunity Conference: Building on America's Promise
49	Internship Program Welcomes Asian Pacific Americans
50	Where Can Asian Pacific Americans in Federal Service Get More Information?
51	Acknowledgements





SECRETARY OF LABOR
WASHINGTON, D.C. 20210

Dear Friends:

America's workforce has become increasingly diverse over the last 25 years. This rich diversity is a hallmark of America.

To serve an increasingly diverse population, it is important that the federal workforce better reflect this demographic reality. Currently, Asian Pacific Americans comprise 5.3% of the career federal government workforce with Asian Pacific Americans under-represented in the managerial and executive ranks. To foster the development of more diverse leadership and help individuals advance their careers, the U.S. Department of Labor has co-sponsored seven *Asian Pacific American Career Advancement Summits* since 2002. To date, the training received at the Summit is officially approved by the Office of Personnel Management.

President George W. Bush appreciates the rich diversity that characterizes our country and has appointed more than 400 Asian Pacific Americans to the highest levels of federal office, including two members of the Cabinet at the beginning of his Administration. This is an historic record which we hope will set the standard for future Administrations.

As in past years, the Department celebrated Asian Pacific American Heritage Month in May 2008 and reinforced its commitments for the future. This publication highlights the achievements of the 2008 *Asian Pacific American Federal Career Advancement Summit* and reaffirms the ongoing efforts to build on this record.

Sincerely,

A handwritten signature in black ink that reads "Elaine L. Chao". The signature is written in a cursive, flowing style.

Elaine L. Chao

INTRODUCTION

"I care deeply about helping individuals advance within our mainstream society. I know from my own experience that it is not always easy. These summits seek to provide the tools and knowledge necessary to stay on the path to advancement."

**– Elaine L. Chao,
U.S. Secretary of Labor**

THE ASIAN PACIFIC AMERICAN SUMMITS: MEETING A NEED AND BUILDING ON SUCCESS

Since 2002, U.S. Secretary of Labor Elaine L. Chao, along with the U.S. Office of Personnel Management, has hosted the annual Asian Pacific American Federal Career Advancement Summit, held in Washington, D.C., during Asian Pacific American Heritage Month in May. The Summits are designed to address the needs of one of the fastest growing segments of the American federal workforce – the Asian Pacific American community.

While all Federal employees interested in career advancement are encouraged to register at this annual event, the conferences target APAs at the GS-9 through the SES level. Beginning with just 250 attendees in 2002, more than 1,400 attended the 2008 Summit as word spread to APA professionals across the Federal government. All those who have attended received valuable insights on leadership, communications, and other skill sets necessary to advance within federal government careers, as well as new insight on the professional fulfillment to be found in public service.

The APA Federal Career Advancement Summits are occasions focused on addressing the unique needs of Asian Pacific Americans, and offer an outstanding opportunity for APA Federal employees to develop management skills and identify strategies to increase their qualifications for top leadership positions. In addition to a keynote address from Secretary Chao and other top speakers, the annual agenda features workshops and breakout sessions, as well as individual executive coaching sessions where attendees receive career advice tailored to their specific needs or areas of interest.

The APA Summits have been generously supported by many agencies and departments across the Federal government. As a diversity and training initiative, the funds allocated for this event often come from the training, diversity or recruitment funds of agencies. Federal agencies also have the opportunity to support the Summits as a partner, exhibitor/sponsor, volunteer coordinator, program adviser, or member of the planning committee.



The Department of Labor and Secretary Chao are committed to allocating ongoing resources necessary to maximize attendance and sustain the success of these outstanding APA Summits. Following President George W. Bush's example of nominating a record number of Asian Pacific Americans to his Administration, these summits seek to equip Asian Pacific Americans already in public service with the management and interpersonal skills that will help them become leaders, both in the government and in their community.

"May is Asian Pacific American Heritage Month, a time to recognize and celebrate the many accomplishments and contributions of Asian Pacific Americans in our country. These summits, with their many interactive workshops, mentoring sessions and panel discussions, are meant to reach out and help Asian Pacific Americans gain additional skills to advance to leadership positions within the Federal government."

– Elaine L. Chao, U.S. Secretary of Labor



Source: U.S. Department of Labor



MAY 15, 2008

U.S. GOVERNMENT LEADERS ADDRESS THE SUMMIT

PLENARY ADDRESS



Source: U.S. Office of Personnel Management

THE HONORABLE LINDA M. SPRINGER, DIRECTOR, U.S. OFFICE OF PERSONNEL MANAGEMENT

Good morning. Thank you. As always, it is good to be here. This is the third year that I have had the privilege of addressing you in this keynote spot. I want to thank Secretary Chao for allowing us to be part of this, and also for many people from OPM to be on the program.

As you look through the agenda, you will see that there are a number of representatives of OPM who participate. It is always something we look forward to and are very happy to be part of. It is one of the premier events in the way of training. Obviously you can see by the number of people who are here and that are returning. Let me just ask if you would raise your hand if you have been here in a previous year. That is testimony to the good work that is done here and the work that continues through the year. So we are happy to be here, and I thank Secretary Chao and the Department of Labor for all of the great work that they are doing.

I want to mention that Jeff Pon is a good friend and also a former OPM leader. He worked very hard and very diligently in the Chief Human Capital Officers Council. He is a leader in the human capital community. He is doing great work at the Department of Energy and in his government-wide role as a leader in the council. The Chief Human Capital Officers Council is very active and is dedicated to many of the things I am going to talk about with you this morning. So you have many partners and people that are focused on training, on development, on the things that we all care about as professionals and that keep our Federal workforce vital and engaged. And so I am happy to be introduced by someone of Jeff's caliber and accomplishments. I feel like an old friend.

As I say this, I believe this is the third year of getting to visit with you, and I always find that when I return in the days following this visit I get e-mails either from attendees that are part of OPM or from other agencies saying how much they value this conference and the great information and the networking opportunities. How can you not network when you have 1,000 people? There has to be someone that you can find, at least, and that is the case, that is what people find.

PLENARY ADDRESS (Continued)



Source: U.S. Department of Labor

So it is always an opportunity and it is something acknowledged back to me. So we look forward and mark this on the calendar each year. We are at an important point right now for the workforce and for all professionals because we are coming to the end of an administration. Lots of good work is being done in the human capital area to attract people to government, and that work needs to continue.

At the same time, we are preparing and thinking about what comes next. That means a transition. We have not had a transition in eight years. How many of you were here for the last transition? Just raise your hand. I am trying to get you physically going here, to get the blood stirring and to raise the hand. Many of you have not, and so this will be an exciting time.

It puts an added dimension and an added demand on to each of us who will be here in two ways because not only will we need to complete our work and continue the good work that we do day in and day out for the American public, in an environment where people are maybe not quite as focused on that, but at the same time be doing the things that will allow for the continuation of government into a new political change.

“There is no question that the civilian workforce of the Federal government is made up of the finest and most talented men and women that you can find anywhere. I congratulate you for that. I thank you for all you have done, what you are doing, and look forward to what you are going to be doing in the future.”

**– Linda M. Springer,
Director, U.S. Office of
Personnel Management**

PLENARY ADDRESS (Continued)

That means things like ensuring that we have career officials who are well placed, who are knowledgeable on all the issues that provide continuity, who will be able to inform the new team coming in. How do we tell them? How do we prepare information? How do we document and capture different things that are ongoing of a project nature and others? How do we ensure that we have the processes and the capabilities in place to get that information to them as they come in? How can we ensure that the initiatives and the things that are important to all of us and to all of you in a particular way are recognized and are known for the next team coming in?

I had the opportunity last week to attend a planning session, if you will, brainstorming with about 30 people, and put on by the Partnership for Public Service. The



Source: U.S. Department of Labor

attendees were people who were officials or consultants. So we had Democrats and Republicans, and we talked about how to continue to attract people to government. These issues of development, training, and opportunity are not necessarily going to be among the top five things on the to-do list of the next secretary of the department coming in.

But if you think about it, it should be in a sense because all those top five things that they do have on their list are going to be done by people. So it will continue to be really very much a key issue to the success of that group, as much as it has been for this group, to have the right people and be able to continue to attract, train, and develop all of the civilian workforce.

One of the recommendations I suggested at that meeting was that whoever the next President is, he or she should consider making their very first public television address to the country a call to service. Now what do you think about that? The President gets on and says: “I just want to tell you that I am excited about this new position and I am asking that you consider joining us for a period of public service. We are going to be doing some neat things.

We have some very important things. There has never been a more important time in our history and I would like you to consider joining the team. You can do it for a year. You can do it for three years. You can do it for a project. You can do it for however long you want. But will you consider joining and doing some exciting things with us?” How many of you think we might get some response to that? It might work.

And I just bet that if each of you in this room and at the point of that transition for the new team regard-

PLENARY ADDRESS (Continued)

less of whom it is said, “You know what? There is going to be some change. There are going to be some new things. It is a time of freshness, some new things coming up.” So if just one person that you went to and said: “Why don’t you think about it? I have been doing this for a long time. It is something that I value. I bet you would find this a unique time to do it. If you have ever thought about doing public service, now is the time that you ought to do it.” I bet if you did that, you would find their interest.

I am hopeful that something like that will happen, and that the President-elect will call me up and ask me to write that script. But I think it is a good time for us to be thinking about public service, and public service again means people. One of the other things we talked about is the idea that you don’t need to come for 20, 30, or 40 years. If you come and you find that you want to stay that long, that is great. But if you want to come and stay for a shorter period of service, that is great too.

Wouldn’t it be nice if everybody in the country, by virtue of having had that experience, not only had the personal satisfaction of it, but had a better understanding and value of what you all are doing every day? If they really understood it, and they weren’t just outsiders that benefited from all the great work you are doing, but they actually had a taste of it and really could say: “Yes, I know that what you are doing is really a great thing and really touches so many people’s lives, and we need to keep supporting you, and encouraging you, and acknowledging what you do, not just within Washington or within the Federal community, but across the country.”



Source: U.S. Department of Labor

I think we would have more people that really would trumpet what we do and thank you and acknowledge it in a way that you deserve because it is one thing for us to pat ourselves on the back. It is another thing when our customers and others really understand it and recognize it. So there are a lot of good things that can happen, and I am excited looking ahead to what is in store next for our workforce as we move into another Administration.

Having said that, though, we have eight months and it is clearly not a time when we fan down. The issues are still there. There are day-to-day things that all of you do that are very valuable and its also no excuse to not continue our own personal development, personal training, going to programs, going to the kinds of training opportunities that are valuable to each of us as individuals. So it is not just about the programs and the deliverables and things for our customers. It is about continuing to enhance each of our own values as individuals and as professionals, so we see our enrollment very high at the OPM program.

PLENARY ADDRESS (Continued)



Source: U.S. Department of Labor

Later you will be hearing from representatives of our management development centers. There is an East Coast version, and there is a West Coast version. This is a time for all of you particularly to be thinking about how to position yourselves for what you want to do next in the government – maybe it is to stay exactly where I am, dedicated to the work I am doing; I am really well-equipped to do it. I like it and I am committed to it, and I want to keep doing this, right where I am. Maybe it is to say that there may be some new programs, some new opportunities. How can I enhance my own professional qualifications and skills and abilities so that I will be considered for that program, whatever that next new program is?

Professional development, networking, making sure that people know who you are and what you can do is always particularly valuable as the new leadership team comes in. That is true in any setting – in the private sector as new CEOs come in, COOs. Obviously, there are people who want that CEO or COO to know that I am good at what I do and, by the way, there are a lot of things I can do, not just what I am doing, and here are my credentials and here is why.

And by the way, regarding what you have said your plan is, here is where I think I can proactively help you and fit in. So it is a two-way street. It is that new leadership team asking you, but it is also you preparing yourself and then proactively saying, “I understand that this is going to be a priority or a new program, and I would like to be considered to be part of that effort.”

My encouragement to you is to use this time personally, as well as for what your agency asks you to do to position yourself for the future. That means taking advantage of these training programs, taking advantage of the opportunity to network, understanding what the different candidates are



PLENARY ADDRESS (Continued)

going to be doing and what their priorities are going to be, and thinking about how they may apply to you. It is just good professional sense to think about that.

At the same time, they will have certain priorities, but the vast majority of government's work won't be the subject of debate. It won't be the subject of their white papers or what have you. It will be the things that all of us do day-in and day-out that need to continue. So that is really incumbent on us because no one else probably will be focusing on that particularly. It is not going to be on Meet The Press on Sunday morning, but it is very, very important that those things continue and those services continue to be delivered.

We are at an interesting time. It is one of the things that is very important and good that I like about OPM. We are in the people business and able to continue to focus. We are not doing programs that stop. We keep having benefits. We keep hiring people. We keep training people and testing people and all those things, so it is exciting. I bet most of your jobs to one degree or another are like that.

It is one of our focuses at OPM to make sure that we are developing people and creating opportunities. So again I encourage you to go to OPM, go to our Web site, go to the various opportunities we have for training development and see what one works for you. Go to your leaders, your supervisors, your managers and tell them what you would like to do next. We are there to provide those for you.

We are also looking at various new ways of creating the ability to grant credit for programs. How many of you are still engaged in getting any kind of formal college degree? Anyone here doing that? One of the things

we are looking at is expanding the ability to give credit, getting accreditation for some of the training programs. There are some that already have it, but to the extent we can further that and expand it, there will be the dual benefit for those who take programs.

Not only will you get knowledge from the program itself, but you will get the ability to apply that toward a college degree program. We already have that, by the way, so I encourage you to check that out for some of the programs that you may already be taking if that is of value to you. We will be looking to expand that so that it is even more of an inducement. Training and development are among the important things that we offer, and we do a good job, but I think we can expand and even add additional value in that way.

Let me just say one other thing. You are here because you are part of a special community. The Asian Pacific American community within the Federal government is a very important part of our heritage as a workforce and certainly representative of the heritage in the country as a whole. I am proud to have the opportunity to visit with you today and to work with the community throughout the year. OPM's role is to nurture the diversity and heritage and breadth of background that we all bring. Diversity is about that aspect of our heritage.

It is also about the diversity of talents and abilities that we all bring to the workforce. We are committed to encouraging that breadth and the richness of that tapestry that you are such an important part of. I am encouraged when I see a room full of people who come together with that common bond and common sense of identity. It is important. There are a lot of people who need it and don't have it that would love to have that sense, in addition to all their other commitments



PLENARY ADDRESS (Continued)

“OPM’s role is to nurture the diversity and heritage and breadth of background that we all bring. Diversity is about that aspect of our heritage. It is also about the diversity of talents and abilities that we all bring to the workforce. We are committed to encouraging that breadth and the richness of that tapestry that you are such an important part of.”

– Linda M. Springer,
Director, U.S. Office of
Personnel Management

in communities, that they have that particular heritage that is part of who they are and what makes them come together. So when you see a room of people like this, it is great.

This is a model that other communities are looking at to see if they can do a similar type of conference because yours has been so successful. It is a model. So I congratulate you for that. But I think looking forward that diversity, from the standpoint not only of our heritage, but also of our talent and background, is something that will continue to be prized. I think that it is something clearly recognized and valued. Also looking ahead, I think that this goes with the talent and the training and development.

What I see for the workforce is that we will be looking for a greater sense of agility in the workforce and opportunities for people to be known for what they do, as opposed to necessarily their position description. So when you need someone who is good at a particular type of skill, who has a certain expertise, then they will be used in various roles, not necessarily only the one role. I think we will see increasing movement towards people being known for their expertise, rather than their job title. I think that the workforce of the future will be known for that



Source: U.S. Department of Labor



PLENARY ADDRESS (Continued)



Source: U.S. Department of Labor

“Professional development, networking, making sure that people know who you are and what you can do is always particularly valuable as the new leadership team comes in.”

**– Linda M. Springer,
Director, U.S. Office of
Personnel Management**

diversity of talent, known for their agility and ability to be flexible and move from topic to topic and project to project, and known and distinguished for their expertise.

So that comes full circle. It gets back to what we see in the short run in the way of transition over the next year. It sees an opportunity for you to position for the future – short run, longer run development – retaining that sense of special community that you have, and at the same time always continuing your professional development, maintaining your professional values and opportunities.

There is no question that the civilian workforce of the Federal government is made up of the finest and most talented men and women that you can find anywhere. I congratulate you for that. I thank you for all you have done, what you are doing, and look forward to what you are going to be doing in the future. So again have a great session here, and thank you for inviting me.



MAY 15, 2008

MORNING KEYNOTE ADDRESS



Source: U.S. Department of Labor

THE HONORABLE ELAINE L. CHAO, U.S. SECRETARY OF LABOR

Thank you all so much for being here. I hope that you find today really interesting and that you learn a lot, which of course is the purpose of this summit. I care deeply about all of you and that you take advantage of the opportunities that are appearing in the Federal government. So I want to thank you for investing in yourself, and I also want to thank your supervisors. I don't know who they are, but we need to thank them and bring back to them that Secretary Chao personally thanked them for allowing you to be here today.

You know, we who are Asian Americans think about our heritage all the time, but it is nice to have a month that is dedicated to Asian Pacific Americans to celebrate how far we have come and also the opportunities that we have in our communities and the contributions that our community has made. It is also a good time for Asian Americans to realize the contributions that our communities make.

This year is very special because it will be my final year. It marks the final year of my tenure as the United States Secretary of Labor. I started on January 24, 2001, and I remember that because it was Chinese New Year. As I went into my confirmation hearing, I thought to myself, "Well this is a good omen." But I am the longest-standing secretary in the cabinet. I am the only one left. And I hope that we have done lots of good things that help to ensure the health and safety and long-term retirement and also the competitiveness of America's workforce.

In particular, I am really, really proud of the people in this room and the things that we have done for the underserved communities, for the African American community, for the Hispanic American community, and, of course, for the Asian Pacific American community as well. You are going to be the leaders for future generations. As our country becomes more diverse, our government needs to reflect the diversity of our population as well. It is very important that you all are here to invest in yourself, and that we as a country are investing in you to ensure that our leaders are the best that they can be and that you have all the opportunities that you need.

I understand that David Chu is going to be our keynote speaker. David has been a stellar, stellar supporter of the Summit. David is also a pioneer. I knew him when

"It is very important that you all are here to invest in yourself, and that we as a country are investing in you to ensure that our leaders are the best that they can be and that you have all the opportunities that you need."

**— Elaine L. Chao,
U.S. Secretary of Labor**



MORNING KEYNOTE ADDRESS (CONTINUED)

I was in the Reagan Administration in the 1980s, and by that time already, David Chu was very well known throughout the whole Federal government for his expertise on budgets and manpower planning. It is so wonderful to be able to come back with him to this Administration and to work with him. So I hope you will give him a very, very good and strong welcome.

We also want to thank OPM, of course, and all of our partners who have helped us to put this together. Every year, the list of Federal partners grows bigger and bigger and we are very grateful. We also want to thank FAPAC and our other nongovernmental partners as well for what they are doing to help us with this annual event.

Asian Pacific Americans I hope have increased confidence in our ability to contribute to our country, especially as our country becomes more and more diverse. You know, it used to be that Asian Pacific Americans came to America because they thought this was a place to make a living, but ultimately their hearts and their minds were back in the homeland, the motherland where they left their families behind as well. But now what we are seeing is a new generation of Asian Pacific Americans who really view America as home, and that has exponential differences in how we interact with the rest of America in terms of public policy, in terms of civil society, and in terms of our engagement in the business, nonprofit, and public sectors as well.

I came to this country when I was about eight years old. You all know that, so I won't go into too much of that. When I came to America with my family, it was not a very diverse country. I think I see within our

midst here some people who look as if they are my age, although that is increasingly less and less. America was very, very white and we were often the very first families of Asian descent in any of the communities that we lived in.

Well, America has changed a great deal in the last 40 years and opportunities are so bountiful, which is why I am so excited for all of you. Most of all, when I think about my childhood, my childhood memories are filled with things and incidents of great sacrifice by my parents. I look at so many parents in this room here and think about all the sacrifices that you are making for your families and for your children and for your grandchildren as well. That is something that I think our community really, really values and exemplifies.

We all remember how difficult our initial years were here. Many of us still speak with accents. Many of us still find it more comfortable working with and interacting with other Asian Americans. But as our country becomes more diverse and as we become leaders, it is



Source: U.S. Department of Labor



MORNING KEYNOTE ADDRESS (CONTINUED)

more important than ever that we not only understand our own community and our own customs and traditions and take great pride in them, but we also have to understand the customs, traditions, and cultures of other ethnic groups as well. America is great because of the tremendous diversity of our people. America is great because we hold a part of every other nation in these boundaries.

As America enters an increasingly global economy, the diversity of our country is part of our great competitive edge. We reflect what the rest of the world looks like. The rest of the world is all here in America. It is embodied in our people. So as we work as managers and leaders in dealing with a more diverse workforce, we have to stretch ourselves, constantly learn, try things that are different, and try things that are hard.

I try things that are hard all the time. I have had a wonderful career. If I may just digress for a bit, the average 40-year-old American will have had 10 jobs already. By the time I was 38, I had 10 jobs already. So I have had a wonderful career, so blessed. Some may think that I somehow had a grand plan or somehow knew exactly what I was doing or somehow that I was really confident in what I was doing. I am here to tell you, I was scared stiff 50 percent of the time. Half the time that I was in some of my earlier jobs, I was terrified I was going to get fired, and it was only by the grace of God that I wasn't.

But this country is a wonderful country. There are so many opportunities. If you make a mistake or do something that seems so horrible at the time, it is really important to be able to pick yourself up and to try again. We Asian Americans have a strong sense of faith and we somehow think that if we make a

mistake, that is going to be the end of our career, that we are going to disgrace our families and never going to be able to begin again in our lives. While that is very good as motivation, sometimes it deters us from aggressively reaching out and trying new experiences.

That is one thing that I do really credit my parents. My parents are people of incredible optimism and hope and they have just been terrific. You know, they had such courage to come to this country when they didn't know anybody. They didn't know the language or the culture, and yet they had faith in themselves. They had confidence in their own abilities and, of course, they believed in God and they believed in the tremendous generosity of this country.

So as managers and leaders, if there is anything that I can share with you it is that you have to push your boundaries and you have to do things that are uncomfortable. You can never get ready 100 percent for any leadership position. You can only get ready as much as you can, and then it is time to perform. That is where I get the flexibility and the ability to adapt to changing circumstances that is so important. I know that today



Source: U.S. Department of Labor



MORNING KEYNOTE ADDRESS (CONTINUED)

I retain so much of my Asian culture in who I am, and every day there are cultural disconnects throughout my life. And I laugh. Sometimes I cry, but there are real differences to being a leader from a different cultural background.

So the thing to remember is not to get discouraged, but to realize there are real cultural differences. I will give you some examples. I would always want to close the loop. Whenever I make a request, I just want to know how it ends, so I always want people to come back and report back. But, heck, you know, that never happened. It is not enough to say I want this at four o'clock or by close of business tomorrow, and by then you might get it by the next day or whatever.

So we are all human beings and we all have priorities. Sometimes it is hard. Another thing that I can give you as a cultural difference is that I am very detail-oriented. Surprisingly, my family thinks I am not detail-oriented at all. So the challenge, of course, is to keep sight of the trees, but remember the forest as well. If you have a detail orientation, also see the big picture. That is a wonderful combination.

Secondly, it is important to know what other people expect and what they want. I try to do this all the time.

You think I am the Secretary of Labor and I can ask for whatever I want to. I don't. I am constantly evaluating other people to see how does this person like to be communicated with. Is this person better if I write them a memo? Is this person better if I have them come into the office, but then will they be too intimidated? Would it be better if I called them on the telephone? You know, there are all these different ways that people like to work, so I try to adjust my style to fit with the person I am dealing with.

Now, I think Asians are adroit at doing that because they are used to different positions depending on circumstances, so this attention to detail, this ability to adapt to different situations is something that we are very accustomed to, so we shouldn't be intimidated by it and we should, in fact, embrace it and know that our cultural skills can be readapted in this new environment.



Source: U.S. Department of Labor



Source: U.S. Department of Labor



MORNING KEYNOTE ADDRESS (CONTINUED)

“As America enters an increasingly global economy, the diversity of our country is part of our great competitive edge. We reflect what the rest of the world looks like. The rest of the world is all here in America. It is embodied in our people.”

**– Elaine L. Chao,
U.S. Secretary of Labor**

And thirdly, I will give you another example. Asians like to be prepared. Isn't that true? We like to be fully prepared, not 50 percent, not 60 percent, but 100 percent.

In Asia, the opportunities are not that plentiful. Protocol is paramount, so there is so much preparation on details, on protocol, on what to do, who should do them, what goes next. This country is very different. This is a country where everybody is equal. You have a president. We have a president, too, and we have staff. Everybody is equal. So the emphasis on protocol is not that high, nor that sensitively felt. I think as you gain more and more experience, as much as I tell you this, you will feel it yourself.

Asian Pacific Americans are also much more attuned to body language, to nonverbal communication. I think I am pretty good. I can tell pretty much most of the time where a person is coming from. It is just a different form of communication, but all of us are living in an increasingly diverse country in a diverse world. It is no longer sufficient for us just to understand ourselves and take pride in what we do. We have to aggressively outreach and see what other people are like, how they like to do things, how they act. What are their cultural norms? How do we make it easier for them?

So when I talk about leadership, I talk a lot about leader/servant. You think that I am the Secretary of Labor. I see my role as serving my people, in whatever way “my people” is defined. Whether it is the employees, my colleagues at the Department of Labor, whether it is all of you, I feel as if I am serving you. I hope that I am doing something that is really good for you, and it is that mentality. Leaders have greater burdens. The higher up you go, the more burdensome it is, the lonelier it is, and the more you have to think about all the other things that you didn't have to think about when it was a smaller responsibility. I will give you an example.

George Schultz was a previous Secretary of Labor under Richard Nixon. He talked about a lot of issues. He talked to the Chief of Naval Services at one time. This guy was an Admiral and the head of Marine services. Of course, he had worked his way up, commander of a ship once. So he asked this Admiral: What was your favorite job? The Admiral said: “It was when I was captain of my own ship. I knew exactly what was going on on the ship. I had complete control over what was going on. Then I began my career in Washington, and it was like pushing against a soft noodle.”



MORNING KEYNOTE ADDRESS (CONTINUED)



Source: U.S. Department of Labor

As you grow as a manager and as a leader, you also learn to deal better with ambiguity. So for people like us, who like to plan 100 percent in advance, the higher up you go, the more ambiguous and uncertain the environment will be and the greater the unknowns. As Donald Rumsfeld said, “There are no unknowns, but there are unknown unknowns.” That is just as important. The most dangerous part is you don’t know what you don’t know. That is the most dangerous, and that is true.

As you become better leaders, I hope that you remember to constantly push yourself because leadership is not something that is very easy. It is hard. It takes a lot of responsibility. It takes an attitude of service to others.

In fact, true leadership is like an inverted pyramid: we serve larger numbers of people. That is what real, effective leadership is all about.

Let me finish by just going over some of the things that we have done because I really feel as though we have done a lot in this Administration. President Bush, as you all know, has appointed well over 400 Asian Pacific Americans to positions in the highest levels across the Federal government. That is more than all of the previous administrations combined.

The U.S. Department of Labor has the largest number of Asian Pacific American appointees of any agency in the Federal government. During our tenure, it has been



MORNING KEYNOTE ADDRESS (CONTINUED)



Source: U.S. Department of Labor

a great delight to have the percentage of Asian Pacific Americans in the Federal workforce increase from 4.5 percent to 5.3 percent. If you remember, for the first time ever, in 2003 the Bureau of Labor Statistics began to compile compelling data on Asian Pacific Americans as a separate category which is how we know that the unemployment rate for Asian Pacific Americans at 3 percent is the lowest of any group.

The Department has also made a very special effort to target enforcement of our nation's wage and hour laws, particularly in industries that employ large numbers of vulnerable workers including immigrants. In 2007, in one year alone, the Department recovered more than \$220 million for workers who did not receive the compensation they were due, and many of these were low-wage, vulnerable immigrants.

I hope that today's Asian Pacific American Federal Career Advancement Summit will help all of you access more of the skills necessary to advance within the Federal workforce. Because the truth be told, if a person doesn't have the right skill sets, it is not a good match and will not be a happy job situation.

So we really need to invest in ourselves, and encourage others to invest in ourselves, and to always ask for help.

I remember the first Summit that we held in the Department of Labor in 2002. We only had about 150 people and now, look at where we are. Now we hold it in major hotels like this because the crowds are so large and we have more than 1,400 this year. So we have opened up a lot of doors for people who are interested, and we are growing more diverse every year. Apparently the number of other non-Asians who want to come and join this Summit has really increased as well.

I also want you to know that the training received here is officially approved by OPM and we have something for you to take home also. It is a pocket career guide. I was going to bring it with me. Do you have a copy? This is a nice, Federal Career Guide. It is a little packet. We hope that you will find it interesting and we made it into a handy-size handbook like this to encourage you to always think about your career because now more



MORNING KEYNOTE ADDRESS (CONTINUED)

than ever, we are in control of our own careers. We have to be the manager of our own careers and this guidebook I hope will be helpful. It is also very simple to carry around so that you can share it with other people as well.

Also, we have coming up this fall, probably in October, the Opportunity Conference. This is especially designed to help traditionally underserved communities access greater opportunities in mainstream America. We have had five Opportunity Conferences in seven or eight years. These, too, have become very, very popular and have grown by leaps and bounds. Attendance has now reached well over 1,000. The Opportunity Conference is a chance for different communities to come together with nonprofit organizations.

It is an opportunity to network. For people outside the Federal government, this is a wonderful opportunity to learn about government procurement as well. As I mentioned jokingly, but seriously, in several other formats, I don't give out contracts, but what I can do, what the Department can do is unveil the procurement process so that it is not such a mystery and so that people see the roadmap and understand what it takes to get these contracts.

And to help employers and workers, the Department has translated a number of labor law materials, which can be very complicated, into multiple languages including Spanish, Chinese, Vietnamese, Korean and a couple of others so that employers and workers with limited English proficiencies know their rights and also their responsibilities. This is important because the fastest growing number of the self-employed are Asian Pacific Americans.

So, together over the last seven years, we have made a lot of progress. I have also started the Secretary's Internship Project. It will continue and has seen well over 100 young Asian Pacific Americans come into the Federal government for a summer job, understand what it is like to work in a big bureaucracy, understand what it is like to work in the Federal government, and get a taste of what public service is all about. We still have that going on. For those who are interested, if you know of young people, have them go on our Web site, www.dol.gov, and they can click on Internship Program and see what is available.

I think all of you have been so blessed and so endowed with talent already in that many of you have been in the Federal government for quite a while. There is no greater calling than to be in the Federal government to serve our fellow countrymen. I hope that as you think about your own careers that you continue to help other people as well. As you move up the career ladder, I hope that you will look back and help those who are coming after you.

When I was in the private sector, there were so few Asian Pacific Americans that I didn't really have anybody to ask for help. Now that we are so much more plentiful in numbers, I hope that you will see yourself as a teacher, as a mentor, as a friend to those who are coming after you so that you can share your knowledge base, your wisdom, and give your counsel about the very diverse and wonderful country that we work in.

Finally, let me say something about upcoming retirements. As we all know, in the next 10 years, 60 percent of the Federal work force will be eligible for retirement. There are 20,000 job opportunities listed on the Federal employment Web site. We hope that



MORNING KEYNOTE ADDRESS (CONTINUED)

“There is no greater calling than to be in the Federal government to serve our fellow countrymen. I hope that as you think about your own careers that you continue to help other people as well. As you move up the career ladder, I hope that you will look back and help those who are coming after you.”

**– Elaine L. Chao,
U.S. Secretary of Labor**



Source: U.S. Department of Labor

you will visit the Web site as well, www.USAJobs.gov, and help spread the word about these job opportunities. For those in this room, I can see no more exciting opportunities than to be in the Federal government because vacancies will be coming up and we will be looking for people with experience, people with diverse backgrounds, and people with leadership skills.

I encourage you to prepare for these opportunities and I know that you must be very concerned and excited about them or otherwise you wouldn't be here. So please note that I think the future opportunities are great and they are bright. I have such confidence in all of you. I have said in previous Summits that when I come back and if we meet again and if I call you, I hope you take my phone calls and remember who I am.

I am so proud of the many achievements we have accomplished. Please know also that even though I will not be here next year, I will always be working on the sidelines, in the private sector, wherever I am, to help ensure that abundant opportunities await everyone in our society. In particular, I want to make sure that underserved communities, like our own community, indeed have access to the plentiful opportunities in mainstream America.

Thank you so much for sharing with me these seven years. It has been wonderful. I have so enjoyed being with you. I have been so buoyed and encouraged by your support and your affections and your encouragement. Thank you so much.

MAY 15, 2008

LUNCHEON KEYNOTE ADDRESS



Source: U.S. Department of Defense

“Leadership, of course, means stepping forward. It particularly means stepping forward when others are reluctant to do so. It means setting an example. It means showing the way.”

**– David S. C. Chu,
Under Secretary for
Personnel and Readiness,
U.S. Department of Defense**

THE HONORABLE DAVID S. C. CHU, UNDER SECRETARY FOR PERSONNEL AND READINESS, U.S. DEPARTMENT OF DEFENSE

Thank you for the opportunity to be able to join this important conference. It has been my privilege to speak to this conference in earlier years. I regret to say I was not present at the first conference. This is the seventh Summit, as I understand it. Seven must be indeed a lucky number, because I am told that this year we have seven times as many attendees as came to the first conference organized by Secretary Chao, and I congratulate her for this.

I was asked to speak on the subject of leadership. Leadership, of course, means stepping forward. It particularly means stepping forward when others are reluctant to do so. It means setting an example. It means showing the way. In the words of the infantry school of the United States Army, its motto is: “Follow me.” I am excited by the fact that you in this audience are all individuals who have stepped forward, as indicated by the reality that you are part of our Federal service, and you are serving our country in a variety of ways.

If Jeff Pon will permit me, I do want to put a good word in here for the Department of Defense. For those of you who are thinking about career opportunities, we are a growing organization. The active forces of the United States military are growing, particularly those of the United States Army. We are also expanding our civilian cadres, and into some exciting new areas. We are beginning, as many of you are aware, a new command focused on the Congo in Africa, and if you will go to our Web site, www.goddefense.com or to www.USAJobs.gov, you will see a number of the positions being advertised there, which I hope some of you will consider as you think about how you want to add to your career in the Federal civil service.



Source: U.S. Department of Labor

LUNCHEON KEYNOTE ADDRESS (CONTINUED)

The Department, of course, is remaking itself, remaking itself so it will be effective in facing the challenges this nation confronts in the early years of the 21st century. George W. Bush campaigned in 2000 on transformation, on the idea that the military needed to re-think how it was prepared, because the future would be very different from the past. And indeed, that has been a prophetic insight, and the guidance the Department has used from his inauguration in 2001.

A good deal of our attention is focused on the contemporary challenge of helping countries torn by conflict rebuild themselves, presently Iraq and Afghanistan. But in building a broader capacity, bringing security to parts of the world that may be insecure, to helping them stabilize their affairs and reconstruct their societies. We are also growing in areas of technological interest. The new frontier, in terms of both civil activity and, I regret to say, in terms of warfare, is cyberspace, the electronic world, the Internet. And the Internet in the United States, as you may know, is constantly under attack from malicious elements of various kinds, not always state actors.

And part of our responsibility is to defend that important part of the nation's social enterprise. We are also growing in terms of the responsibilities we ask people to undertake as Federal leaders. Increasingly, we are asking our civil servants to prepare to deal not just with affairs inside the Department of Defense, but also with affairs outside the Department of Defense, to be able to work, as it is phrased in bureaucracy, on an interagency basis.

Some of you may have heard about the national security professional development program that the President has launched with his executive order. That will focus

on preparing individuals in all cabinet departments for these challenging interagency responsibilities, whether they are to respond to a specific military threat, to a specific foreign policy problem, or whether they are to respond to a domestic challenge, such as we faced after Katrina, and which we will certainly face if pandemic influenza becomes a strain of illness that is easily transmitted from one human being to another.

We recognize that the Department of Defense must be prepared for greater competency on a global basis. That means in our workforce, in the people that we recruit. We must have people who understand the regions, cultures, and languages of the world so that they can lead effectively, so they understand how others will react to our messages and to our initiatives. One of the programs that I would call to your attention for those who are thinking of returning to graduate school in this regard is the National Security Education Program. We give fellowships to study the languages of other countries and the cultures of other countries and to pursue a capstone graduate degree in the field of your choice that is focused on applying those skills to countries around the world, to going to those societies and spending a significant period of time learning about their issues and preparing your doctoral dissertation.



Source: U.S. Department of Labor



LUNCHEON KEYNOTE ADDRESS (CONTINUED)

We are also in the process of building a National Language Service Corps. It is a pilot program that Congress has endorsed, in which we seek to recruit people who speak critical languages so that they can assist all agencies of our government in time of need. The goal of the pilot is to recruit 1,000 volunteers by the end of this decade. These volunteers can include current civil servants of the Federal government, provided you can make arrangements and take some time off from your immediate responsibilities, which we are prepared to help you negotiate with your particular supervisor.

I am interested to note that of the nine languages we are emphasizing, four are Asian languages: Mandarin Chinese, Indonesian, Vietnamese and Hindi. These individuals will help us in time of crisis, whether it is overseas or here at home. One of the most serious challenges the country faced after Hurricane Katrina was communicating with individuals in that devastated region who did not speak English well, and where we needed more individuals at the services of government who could effectively convey to them how they might best help themselves.

I am proud to say the Department of Defense has a very diverse workforce today. We have a significant fraction of military services, approximately 4 percent, very close to the population average, that is of Asian Pacific Islander background. We have an even higher percentage, over 5 percent, who are individuals of Asian Pacific heritage in the civil service of the Department of Defense. There are four general flag officers, including one of our lieutenant generals, General Joe Peterson, who are of Asian Pacific background, and we have two dozen members of the Senior Executive Service who come from those ethnic heritages.



Source: U.S. Department of Labor

It is therefore a great privilege to be here today to join you in celebrating Asian Pacific American Month as part of this summit. Leadership, I would argue, as I indicated at the start, is about stepping forward. In the context of this month, I would like to speak to a particular group of Americans that has stepped forward that we may not know as much about as we should.

They are the citizens of the United States who live on the island of Guam. Guam, as you may know, is the product of two large inactive volcanoes in the Western Pacific. It is about three times the size of the District of Columbia. It has about 175,000 people. It is a long way from anyplace else – 1,400 miles east of the Philippines, 4,000 miles west of Hawaii. It is just west of the international date line, so it prides itself as Guam, the place where America's day begins.

European explorers first came to Guam in the early 16th century, Ferdinand Magellan. He and the local population didn't get along well. That may be the reason for the next 150 years when there was no further European contact. Spain did claim the Mariana Islands later in the 16th century, named them after Mariana of



LUNCHEON KEYNOTE ADDRESS (CONTINUED)



Source: U.S. Department of Labor

Austria, who was the widow of Spain's King Philip IV. The Spanish established a colony on Guam eventually, prized for its excellent harbors, so Guam was a way-station in terms of Spanish maritime traffic. Unfortunately, those maritime visitors brought diseases. That is so often the case. Europeans came to what they called the New World. They brought disease with them, and those diseases decimated the local population.

Guam became part of the United States, as I expect people in this audience are aware, as one of the outcomes of the Spanish-American War in 1898, and it was used by the United States as a naval station. The United States Navy has long played a leading role in Guam, with the Commander of the naval station in Guam being the Governor of the Islands.

In the Second World War, Guam was occupied by the Japanese. The Chamorros population – the local population on Guam – is very loyal to the United States. A large number lost their lives defending that interest in that extended conflict. Indeed, one of the things the Guam residents did was protect those American military forces who stayed on the island. They hid one Navy

man successfully for three years in caves on the island. In fact, the cave where he resided is now a popular tourist stop. There is a second cave that is also a popular tourist stop on Guam. That is the cave where the last Japanese soldier hid out until 1972. So you can see both sides on Guam today.

In 1962, Guam was relieved of the security restrictions that had precluded others from joining the population, and soon there occurred significant migration from other parts of the Pacific to Guam with a result that today, the Chamorro population is only about 40 percent of the total, with about a quarter of the total being from the Philippines in terms of ancestry, and with the American military comprising about one-fifth of the island's population.

Guam today is the home of both a United States Air Force base and a major Navy installation. It will soon be the home to major Marine units that are being moved to this base in the Pacific. It really was the American Pacific western arsenal. Guam has long had a history of great hospitality to the American military. Guam has the most significant National Guard unit in the United States on a per-capita basis.

More Guamanians belong to the National Guard than any jurisdiction of the United States, and they have participated in operations around the world. They have suffered casualties disproportionate to their population. As was true in Vietnam, Guamanians gave their lives in that conflict at three times the rate of the country as a whole. It is true today, 11 Guamanians have perished in the Global War on Terror.

Guam is in what some people call "Typhoon Alley," part of the Western Pacific where these severe storms are



LUNCHEON KEYNOTE ADDRESS (CONTINUED)

frequent. As a result, its National Guard has had considerable experience dealing with natural disasters at home, but also in other locations. In fact, Guam was one of the jurisdictions that sent relief units to New Orleans after the flooding several years ago. Guam has also provided on a rotating basis a National Guard company as part of our task force in the horn of Africa, undertaking very similar work of reconstruction of a civil society and preparing Ethiopia's national defense force for its responsibilities.

We have a strong military today because so many people like the citizens of Guam have been willing to step forward and accept their responsibilities to the larger society. One of those individuals is Henry San Nicolas Ofeciar, who was a major in the United States Army, earned a degree from the University of Guam and a commission, who later went to the University of Syracuse for his master's in financial management. He was, I regret to say, Guam's 11th casualty in this continuing war on terror.

We are proud of the fact that the American military today is indeed a tapestry of our country as a whole, and likewise of the many Asian Pacific Islander communities in the United States. We believe that that diversity has made us a stronger military. We believe that has given us a cadre of leaders who can deal with the rich variety of cultures around the world. We are proud that there are Japanese, Chinese, Filipino, Korean, Native Hawaiian, Cambodian, Thai, Vietnamese, Laotian, Tibetan, and Burmese Americans in your military today. They have built a structure that helps our country lead in all the many challenges that it confronts.

I thank you, and I look forward to your continued partnership as we meet our challenging Federal responsibilities in the years ahead.

"We are proud of the fact that the American military today is indeed a tapestry of our country as a whole, and likewise of the many Asian Pacific Islander communities in the United States. We believe that that diversity has made us a stronger military. We believe that has given us a cadre of leaders who can deal with the rich variety of cultures around the world."

**– David S. C. Chu,
Under Secretary for
Personnel and Readiness,
U.S. Department of Defense**



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES



Source: U.S. Department of Labor

EMOTIONAL INTELLIGENCE

WORKSHOP FACILITATOR:

Lu Acosta, *Senior Vice President, TATC Consulting*

This workshop focused on what “emotional intelligence” (EQ) means for the Federal workforce and discussed how this factor helps workers achieve mission-critical objectives. Participants learned about EQ and its related competencies, the benefits of EQ in the Federal workplace, and the established link between performance and EQ. Participants also took an EQ quiz and learned how to interpret their scores.

What is emotional intelligence? EQ is defined as knowing and managing one’s feelings and being able to read effectively the feelings of others – and to act appropriately using these emotions – qualities that have been strongly tied to an individual’s success in the workplace. In fact, research suggests that a person’s emotional intelligence might be a greater predictor of success than his or her intellectual intelligence, despite an assumption that people with high IQs will naturally accomplish more in life.

Workshop participants discussed the benefits of having strong EQ and the heightened awareness of others which promotes communication. Essentially, EQ leads to more cooperative, self-disciplined, motivated, flexible and aware employees. Without it, the workplace suffers from a lack of innovation, reduced creativity, declining productivity, poor career development, high turnover rates, and even workplace violence.

The workshop presented the six key leadership competencies directly related to EQ which help workers recognize how EQ fits into the workplace. Leaders with high EQ will:

- recognize how mood affects the team;
- cultivate the ability to change in midstream, adapt quickly to change, and accomplish things with “no bodies in the wake”;
- improve their facility at both accepting feedback and seeking it out;
- learn from past lessons; and
- embrace challenges with optimism.

The workshop closed by emphasizing the crucial importance of EQ as it relates to successful leadership in the Federal workforce or anywhere else in our lives, noting that “leadership is not a position, but a disposition. Successful leaders are not only more aware of themselves, but more aware of those around themselves.”

INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

DEALING WITH STRESS AND CONFLICT IN THE FEDERAL WORKPLACE

WORKSHOP FACILITATOR:

Dr. Steven Frieman, *Program Director, Management Development Center, U.S. Office of Personnel Management*

The Federal workforce is home to a wide variety of employees with differing backgrounds, experiences, and personalities – as well as stress. While stress can be a motivator to build stronger relationships with people, workplace stress is often negative, creating an atmosphere of distrust and conflict.

In this workshop, participants learned to identify the two main reasons for stress: a dislike for management and a lack of meaningful professional relationships. In fact, management style is cited as the number one reason employees leave their jobs. They feel that they cannot communicate well with their supervisor. If not dealt with properly, stress in the workplace can lead to employment termination, health problems, decreased productivity, and absenteeism. In short, stress is costly.

Participants explored the critical distinction between stress and challenge. They learned that what separates one from the other is the mental reaction to a difficult situation. The workshop noted that self-awareness is important in recognizing when mental posture shifts from an attitude of “It is hard but I have the resources to complete the task,” to “This task is impossible to do.”

There is a positive correlation between stress and conflict, and when it is not adequately resolved, it can lead to distrust in the workplace, poor communication and misplaced priorities. However, when an adequate resolution is found, the conflict becomes an opportunity from which to grow personally and professionally. One of the most important things an employee can do when faced with a challenge at work is to recognize when the challenge is evolving into a stressful situation.

Finally, knowing when to take on a particular challenge and how much to take on is responsible management. It is a necessary skill that enhances workplace contributions and satisfaction on the job. Good conflict management skills create a more vibrant, efficient and goal-oriented Federal workforce that produces results for the American public.



Source: U.S. Department of Labor

INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

PROJECT MANAGEMENT

WORKSHOP FACILITATOR:

Thomas Augaitis, *Professional Accredited Trainer, Fred Pryor Seminars*

Successful completion of any assignment often depends on understanding the steps and tools involved in project management and using them effectively. In this workshop, attendees learned many useful techniques and gained a broader understanding of how to successfully approach, administer and complete a given task.

With any project, there is what Jack Canfield, founder of the Chicken Soup book series, describes as the “cycle of completion.” This cycle involves several distinct steps to properly manage a project, including:

- Decide how to solve the problem;
- Plan a course of action;
- Start the project;
- Push through setbacks that arise during the process; and
- Reach completion.



Source: U.S. Department of Labor



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

After completion, it is important to review accomplishments, revisit the purpose of the project, and assess what has been learned for the benefit of future jobs.

Another critical aspect of project management is communication, particularly between the manager, stakeholders and members of the project team. It is vital to ensure that everyone understands the goals of the project, means of accomplishment, and timetable for completion. Weekly meetings and updates are good ways to track progress. There are other tools, which project managers can use to track the progress of tasks and understand what needs to be done to move a project to completion. These include PERT

(Product Evaluation and Review Techniques) and CPM (Critical Path Method), which are often blended together to chart the steps, conditions and duration of individual tasks within a larger project. To better understand PERT and CPM, participants were encouraged to visit the Project Management Institute's Web site at www.pmi.org.

Workshop participants were also briefed on the "triple constraints" which are critical to the success of a project: time, money and people. How much time is needed to complete the project and what factors may delay finishing on time? What are the costs of the project and where can funding be found? Do the members of the team have the skills and abilities necessary to complete the project?

The workshop concluded with a review of the cycle of completion, reminders of the importance of communication, and reiteration of the triple constraints as basics to ensure reaching the goal of a successful finish line for professional projects.



Source: U.S. Department of Labor



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

BUSINESS WRITING FOR RESULTS

WORKSHOP FACILITATOR:

Gaylean Woods, *Professional Accredited Trainer, Fred Pryor Seminars*

Business writing skills are critical in both the public and private sectors. Successful Federal government leaders know how to write powerful letters, memos, reports and proposals that get results. Whatever the assignment, effective writing reflects an individual's abilities, confidence, and talent. In this workshop, participants examined professional writing strategies that help tackle even the most complex writing projects, with emphasis on avoiding common business writing flaws and acquiring the basics of organizing words, shaping thoughts on paper, day-to-day writing tips for business, and guidelines for impressive writing in any format.

The workshop began by stressing that clarity is the main goal of writing in a professional environment. Employers want written communication that is direct, grammatically correct, and easy to read. It is therefore vital to use standard business English, defined as writing that is direct, courteous, grammatically correct, and not overly casual.



Source: U.S. Department of Labor



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

Unfortunately, many good ideas are obscured by wordy, vague, convoluted writing. Participants were encouraged to improve organization, streamline sentences, and pick more precise, vivid language, as well as take time to better prepare thoughts, express ideas more clearly, and avoid common grammatical errors that detract from the professionalism of business documents.

Second, concise writing is vital. Workshop participants were urged to initially list everything that needs to be relayed to the person being addressed, and then sort them into groups, with everything pertaining to a particular subject grouped together. The sorted groups should then be written into a logical sequence. For the actual writing, it is important to put the goal and conclusion up front in a summarized format.

Third, simplicity helps the message get through. The use of simple words, short sentences, active voice, short paragraphs and display symbols enhances effective business writing. It is important to avoid pretentious and useless words, and useful to enumerate points with bullets or numbers if a paragraph has several points to make.

Fourth, proofread and edit all documents before going forward. Regardless of the style used when writing, it is vital to proofread for errors and edit what has been written. Careless errors in spelling or grammar may lead the reader to believe there are also errors in the facts, and the writer loses credibility and trustworthiness. When editing, be particularly aware of length. Use enough words to make meaning clear, but don't use unnecessary words. As noted, business writing needs to be clear and concise, not verbose and flowery. In general, no supervisor has time to read any more than necessary. Conversely, the document should not be so short that meaning is unclear or impact is misunderstood.

The purpose of most business writing is, after all, to convey information to someone else or request action. To be effective, it is important that the document be complete, concise, and accurate and the text written in such a way that readers are able to easily understand what is being said or asked of them.



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

STRATEGIES FOR EFFECTIVE LEADERSHIP

WORKSHOP FACILITATOR:

Daliza Salas, *Former Director of Human Resources, U.S. Department of Labor*

Leadership is the process of translating vision into reality by inspiring followers to want to experience the change process. In the effort to influence followers to willingly jump into that experience, this workshop emphasized that leaders need a specific set of competencies to guide their actions. Although these competencies will always differ from one leader to the next, having a core set to draw from increases the chance for success, and they should be thought of as the inner tools for motivating employees, directing systems and processes, and guiding the organization towards common goals that help increase its value.

Government leaders are no exception. They need reliable tools that provide information and insights about how to be successful by doing the right things in the right way. It is difficult to know that right way without having the right information and a customized roadmap to get you there. In this workshop, attendees were given information about



Source: U.S. Department of Labor



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)



Source: U.S. Department of Labor

the process of uniting powerful organizational information with a personalized leadership style that helps individual leaders improve the critical skills needed by the government to meet policy and program goals.

With that in mind, attendees received an outline of the Office of Personnel Management's five key leadership and professional competencies for members of the Senior Executive Service, including the ability to lead change, lead people, achieve results, develop business acumen, and build coalitions. To ensure superior performance, job holders need these core competencies that allow them to quickly jump into jobs and perform effectively. Competency models include:

- Organizational and communication skills: These core competencies ensure that leaders can ably perform in a diverse number of positions throughout the organization;
- Professional or individual competencies essential for each job within the organization: If there are different levels within the same position, then each job level might also have its own set of competencies. The basic goal is to optimize performance by having the competency skills to perform a job; and
- Specialty competencies: These require leaders to have the core and professional competencies discussed above, plus a set of leadership competencies since they occupy a leadership position.

Finally, the workshop stressed that leadership competencies are all part of the larger goal of ensuring that the Federal government or any organization has placed the right skills in the right people tasked with doing the right job.



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

STRUCTURED INTERVIEWS

WORKSHOP FACILITATOR:

Andrea Bright, *Manager, Standards, Competencies, and Assessment Development Group, U.S. Office of Personnel Management*

The interviewing process is a nerve-wracking process, even for the seasoned interviewee. There are different types of interviews, from technical interviews (which focus solely on technical expertise), to phone interviews, to behavioral interviews, which are often subjective and lack the objectivity required to make an informed decision about whether the prospective employee is the best fit for the job.

A structured interview, on the other hand, offers several important benefits as the preferred style of interviewing. In this workshop, participants learned the steps to developing a structured interview, from determining competencies, such as interpersonal skills or the ability to read and analyze complex documents, to developing a rating scale, to selecting questions, to evaluating a range of suitable responses.

Given the often large candidate pools for Federal positions, the workshop noted that this type of interview is preferred by most applicants because it is the best quantitative method for evaluating and comparing prospective candidates. It is more reliable, tailored solely to the vacancy for which the applicant is interviewing, and primarily objective in nature, resulting in greater consistency.

The U.S. Office of Personnel Management (OPM) is issuing guidance on how to perform structured interviews and suggests different types of methodologies to encourage these types of interviews. By providing workshop attendees with the tools needed to perform a structured interview, OPM is training managers to come to the interview table equipped to select the best person for the job - and the best person for the job will always help build the best possible workforce.



Source: U.S. Department of Labor



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

HOW TO COMMUNICATE WITH TACT AND PROFESSIONALISM

WORKSHOP FACILITATOR:

Gaylean Woods, *Professional Accredited Trainer, Fred Pryor Seminars*

The ability to communicate effectively is fundamental for working in any 21st century organization. The ability to acquire and utilize basic strategies for effective communication is essential for engaging in business practices and processes. In this workshop, attendees explored the role of culture, assumptions, and stereotypes in organizations, and the impact of language, perceptions, attitudes and behaviors, particularly when communicating with people of diverse backgrounds.

Attitude is the way we meet, greet, and confront the world each day. This involves thinking, feeling, acting and reacting, which influences the character and quality of thinking and behavior. Attitude is based on our expectation and perception or, more simply, our definition of reality. The connection between behaviors and attitudes is the critical link. Behavior is observable because others can see what we do. Our thoughts, however, are more hidden, meaning that we develop perceptions based on our interactions with others.

Knowledge learned from interactions forms the basis of assumptions and conclusions regarding how we expect others to behave in certain situations. These conclusions are reflected in future interactions. So if our attitudes and perceptions about a person are positive, then our behavior will be the same. Conversely, the opposite is true if the attitudes and perceptions are negative.

This workshop emphasized that learning these concepts of effective communication will allow us to better recognize perceptions and limit misguided assumptions. Attendees were encouraged to think about attitudes and personal habits for successful communication and model behaviors that generate more positive perceptions of people from diverse backgrounds.



Source: U.S. Department of Labor



INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

TEAM-BUILDING, MENTORING AND COACHING SKILLS

WORKSHOP FACILITATOR:

Thomas Augaitis, *Professional Accredited Trainer, Fred Pryor Seminars*

The Federal workforce is home to a wide variety of employees with different personalities, backgrounds, and experiences. In order to ensure that employees flourish on the job, it is important for supervisors to take the lead as effective coaches and team-builders. Those in managerial roles must model leadership, superior communication skills, and team loyalty for subordinates to follow.

In this workshop, participants learned about the skill-attitude matrix, which is a method of analyzing the combination of skills and abilities an employee brings to the workplace. The four prototypes on the skill-attitude matrix are:

- High skill/low attitude: The coach encourages employees to be better role models to other team members by sharing his or her skills to a more positive extent;
- High skill/high attitude: The coach chooses additional mentoring and empowerment activities for employees, and offers more opportunities to further professional growth;
- Low skill/low attitude: The coach encourages employees to consider counseling to address underlying issues external to the workplace that contribute to sub-standard performance and lower camaraderie; and
- Low skill/high attitude: The coach explores ways in which to build employee skills and unlock potential, acknowledging that employees are capable of doing better work with the right mix of coaching and mentoring.

Additionally, the workshop outlined key ways to create effective leaders in the workplace. Participants explored three principles of successful leadership, including:

- Be proactive and “happen to life,” instead of being reactive and letting life happen to you;
- Accept personal responsibility for your life and success, and avoid playing the “blame game”; and
- Keep abreast of trends in your career field, and make an effort to learn something new each day.

Building a loyal team in the workplace has rewards in professional growth, personal development and career satisfaction. A good team leader is enthusiastic about the team’s work and allows for competition, giving team members opportunities for personal growth and career advancement. Leading a loyal team of workers requires:

- Explaining ideas, sharing them with the team, and outlining expectations;
- Demonstrating how tasks are completed, as well as perceptive skills assessments of subordinates; and
- Making sure employees meet expectations.

Workshop participants were encouraged to evaluate themselves as “coach” and “mentor” and apply these practical tools to create the best possible team in their part of the Federal workforce.

INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

EQUAL EMPLOYMENT OPPORTUNITY: A KEY TO HIGH ORGANIZATIONAL PERFORMANCE AND HARMONY

WORKSHOP FACILITATOR:

Stephen T. Shih, Esq., *Chief, Center for Equal Employment Opportunity, Management Services Division, U.S. Office of Personnel Management*

In response to the growing importance of and frequent changes to equal employment opportunity (EEO) law, this workshop offered an overview of the many EEO issues that affect the Federal government today. Topics discussed included current EEO law, problems surrounding EEO compliance, handling EEO complaints, developing an affirmative action plan, dealing with harassment, and general management of diversity in the Federal workplace.

Discrimination was defined as treating individuals unfairly or harassing them because they belong to or are associated with a particular group. Under current law, it is illegal for a government or private sector employers to discriminate against a job applicant or employee because of race, age, color, religion, sex, national origin or disability. In addition, it is vital that allegations of discrimination be handled professionally and with fairness to all parties.



Source: U.S. Department of Labor

INTERACTIVE WORKSHOPS FOCUS ON KEY ISSUES (CONTINUED)

Participants were given necessary information to work more effectively in the area of EEO, outlining methods of adopting procedures to meet EEO guidelines, preparing for compliance reviews and investigation, reviewing the fundamentals of EEO law, and exploring how they apply to the daily decisions a manager makes regarding hiring, firing, promotions, discipline, testing, and safety. Participants were given the opportunity to share experiences in their own agencies, and receive suggestions on how to make their current EEO procedures more effective. By interacting and networking with others, as well as engaging in open discussion on EEO concerns, participants enhanced their skills and awareness in this important area.

The workshop closed by emphasizing the benefits to employees when working in an environment free from discrimination and harassment, ensuring that everyone in the organization has equal access to jobs, training and other professional development opportunities, as well as fair processes to deal with work-related EEO issues, complaints and grievances. The Federal government and private sector employers benefit by having more cooperative workplace relations, reduced workplace conflict, increased employee job satisfaction and morale, and greater productivity in reaching agency goals.

All workshop participants were encouraged to further educate themselves and their colleagues on EEO issues. By taking a proactive role in eliminating discrimination in the workplace, Federal workers will have greater job satisfaction, and the Federal government will be better able to attract and retain skilled employees, and promote EEO principles and practices as a matter of national policy.



Source: U.S. Department of Labor



EXECUTIVE COACHING: GETTING PERSONAL ABOUT CAREER ADVANCEMENT



Source: U.S. Department of Labor

A popular part of the APA Summits since 2003, the Executive Coaching Sessions focus on the career advancement of participants seeking personal career coaching. Each session is led by seasoned federal senior managers for approximately 30 minutes in length. The format of these small group coaching sessions consists of one current or former senior federal employee and up to four Summit participants.

After reviewing biographies of the volunteer coaches, individuals select the coach who they believed would give the best professional and career advice tailored to their specific area of interest. Topics range from grade stagnation and managing the upward path to success, to dealing with different cultural approaches to promotions teamwork, and project management. In addition, registrants can submit questions on career or professional subjects prior to the session so the coach can better address them in that particular session.

Feedback from participants who sign up for Executive Coaching is uniformly positive, and the sessions have become an important feature of the APA Summit program and made a significant contribution to the success of the APA Summits.



EXECUTIVE COACHES 2008

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CREATING OPPORTUNITIES FOR THE ASIAN PACIFIC AMERICAN COMMUNITY

Under the leadership of Secretary Elaine L. Chao, the Department of Labor has made outreach to minority communities throughout the country a top priority. As the first American woman of Asian descent to serve in a President's Cabinet, Secretary Chao understands the challenges and obstacles these communities face. As part of the Department's outreach, Secretary Chao has made significant contributions to the advancement of Asian Pacific Americans through partnership activities, targeted compliance assistance, human capital development and enhanced enforcement of labor laws.

OPENING DOORS TO ASIAN PACIFIC AMERICANS AT THE HIGHEST LEVELS OF GOVERNMENT

President George W. Bush has appointed more Asian Pacific Americans to positions in his Administration – more than 400 – than any other President in history. Two of these were Cabinet Secretaries and over 150 others are PAS (Presidential Appointees, Senate Confirmed) and PA (Presidential Appointees) serving in the highest ranks of the Administration. Twenty-three Asian Pacific Americans, a record number, have served in the White House under President Bush. Secretary Chao is the first Chinese American, and first Asian American woman, to be appointed to the Cabinet. She has appointed more Asian Pacific Americans to positions at the Department of Labor than any other Cabinet Secretary.



Source: U.S. Department of Labor

CREATING OPPORTUNITIES FOR THE ASIAN PACIFIC AMERICAN COMMUNITY (CONT'D)



Source: U.S. Department of Labor

HELPING ASIAN PACIFIC AMERICAN WORKERS AND EMPLOYERS UNDERSTAND THEIR RIGHTS AND OBLIGATIONS

REACH: Rapid Employee Assistance in Chinese Hotline

The Rapid Employee Assistance in Chinese Hotline, or REACH, is a Chinese language hotline in New York City for workers with questions about their pay. Chinese-speaking staff from the Department of Labor's Wage and Hour Division answer the help number (212-264-4175) Monday through Friday. During non-business hours, a recording instructs callers to leave a message in Cantonese, Mandarin, or Fujianese. A Chinese-speaking investigator then promptly responds to provide assistance. Along with the hotline, Chinese employment agencies serving the New York City area are providing job seekers with information regarding their rights under the Fair Labor Standards Act (FLSA) in Chinese, reinforced through posters and wallet-sized cards. In fiscal year 2007, the initiative generated 22 complaints, contributing to the conclusion of 32 investigations that resulted in back wages of nearly \$900,000 for over 300 employees.



Source: U.S. Department of Labor



CREATING OPPORTUNITIES FOR THE ASIAN PACIFIC AMERICAN COMMUNITY (CONT'D)



Source: U.S. Department of Labor

TIGAAR: The Information Group for Asian American Rights

In Houston, Texas, The Information Group for Asian American Rights (TIGAAR) was formed to educate the Asian American community about their workplace rights. TIGAAR is a collaborative partnership spearheaded by the U.S. Department of Labor's Wage and Hour Division (WHD) with other government agencies and local Asian Pacific American community organizations. This program has been responsible for the recovery of approximately \$450,000 in pay and benefits for more than 400 employees.



Source: U.S. Department of Labor

COACH: Compliance Outreach to the Asian Community and Hispanics

Northern New Jersey has the Compliance Outreach to the Asian Community and Hispanics (COACH) program, run by the DOL's Wage and Hour Division. The COACH program goes into the Asian and Hispanic communities to work directly with employers and workers who traditionally have been reluctant to seek the Department's services. Outreach has taken place in Hudson and Essex Counties with visits to businesses in Jersey City, North Bergen, Union City, Guttenberg, and West New York. Most of the employers visited identified their ethnicity as East Indian, Pakistani, Korean, Filipino, Arab or Hispanic. WHD received 17 referrals in fiscal year 2007 and completed 22 investigations under this initiative.



CREATING OPPORTUNITIES FOR THE ASIAN PACIFIC AMERICAN COMMUNITY (CONT'D)

HELPING ASIAN PACIFIC AMERICANS OVERCOME CHALLENGES AND MORE FULLY PARTICIPATE IN THE AMERICAN DREAM

To help Asian Pacific Americans recover from the September 11 attacks, the Administration funded emergency efforts to assist dislocated workers in the New York City community. Protecting the benefit plans of America's workforce, the Department's Employee Benefit Security Administration achieved monetary results totaling over \$10.7 billion since 2001.

To improve the lives of Korean and other Asian Pacific American at-risk youth and young adults, the Department awarded a \$1 million grant in California through a competitive process to a coalition of faith-based organizations. The program enhanced the employability of participants by providing them with educational and vocational training, counseling, peer support, mentoring, life skills services, and job placement services.

To assist Asian Pacific American seniors, the Administration awarded over \$10 million as a result of two competitive grant solicitations under the Senior Community Service Employment Program to the National Asian Pacific Center on Aging in Seattle, Washington. The program provides on-the-job experience, training and employment opportunities to low-income seniors age 55 and older.

Recognizing that economic freedom and entrepreneurship are a foundation for individual success and prosperity, the Employment and Training Administration's "Growing America Through Entrepreneurship Project" (Project GATE), allocated \$9 million to reach historically underserved ethnic populations and demonstrate how the resources of the public workforce investment system can help diverse urban and rural populations create, support and expand small businesses.

To better serve the Asian Pacific American communities, the U.S. Department of Labor's monthly employment report includes, for the first time, specific data on Asian Americans.

To make non-English speaking workers aware of government services and labor rules, the U.S. Department of Labor's Occupational Safety and Health Administration has worker safety awareness materials available in Chinese and Vietnamese. To ensure the safety of youth workers, the Department also distributes Chinese language manuals to teen workers.

CREATING OPPORTUNITIES FOR THE ASIAN PACIFIC AMERICAN COMMUNITY (CONT'D)



Source: U.S. Department of Labor

FIGHTING DISCRIMINATION AGAINST WOMEN AND MINORITIES

Executive Order 11246 tasks the Labor Department with enforcing nondiscrimination in employment by government contractors and subcontractors only. Overall workplace discrimination issues are addressed by the Equal Employment Opportunity Commission (EEOC).

Since 2001, the Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) has obtained settlements that provided over \$262 million in financial remedies to minority and female workers. In a number of these cases, Asian Pacific Americans received settlements under Executive Order 11246.

For example, in 2004, OFCCP financial settlements in hiring discrimination cases in Texas alone awarded back pay of \$173,632 to Asian Pacific Americans and other minority applicants. Another \$1 million was awarded in 2005 covering lost wages, fringe benefits, and interest to minorities and women – including Asian Pacific Americans – in a case involving a federal contractor in South Carolina.

Last year, OFCCP recovered a record \$51,680,950 for 22,251 American workers – many of whom are of Asian descent – that had been subjected to illegal discrimination. In 2007, OFCCP conducted 31 Corporate Management Compliance Evaluations (CMCEs), also known as “Glass Ceiling” audits. CMCEs ensure that women and minorities do not face discriminatory barriers to advancement into management and executive positions.

CREATING OPPORTUNITIES FOR THE ASIAN PACIFIC AMERICAN COMMUNITY (CONT'D)

STANDING UP FOR IMMIGRANT WORKERS IN LOW-WAGE INDUSTRIES

Since 2001, the Department of Labor's Wage and Hour Division recovered back wages totaling about \$1.3 billion. In fiscal year 2007 alone, the Department's direct enforcement efforts in low-wage industries, such as garment manufacturing, health care, janitorial services, restaurants and the hotel industries, yielded \$52.7 million in back wages for particularly vulnerable workers. Nearly 86,600 workers in these industries received back wages. The Department also recovered more than \$220 million in back wages for over 341,000 employees. Back wage collections exceeded the record levels collected in fiscal year 2003 by 3.8 percent.



Source: U.S. Department of Labor

In addition to administering initiatives specifically designed to help Asian Pacific American workers and employers to understand their employment rights and obligations, WHD conducts targeted enforcement in a number of low-wage industries, including the restaurant and nail salon industries. In 2007, the Department filed legal actions against the owners and operators of a chain of buffet-style restaurants in Michigan for alleged ongoing violations of the minimum wage, overtime and recordkeeping provisions of the Fair Labor Standards Act, seeking to recover back wages for at least 129 low-wage workers. Following a 2007 WHD investigation, a restaurant located in Manhattan paid five delivery workers a total of \$23,310 in overtime back wages due under the federal FLSA. WHD learned of the employer's practices through its REACH initiative. Additionally, WHD recently completed investigations of seven nail salons in New York City, resulting in the recovery of more than \$66,000 in back wage findings for 46 employees; WHD became aware of the employers' pay practices through the REACH initiative.

COMPLIANCE TOOLS

eLaws Advisors

A Web-based, interactive system that provides easy-to-understand, tailored information about Federal employment laws and safety and health standards using a question and answer format: www.dol.gov/elaws

Major Laws & Regulations Enforced by the Department of Labor

Access to compliance assistance on more than 20 DOL laws and regulations: www.dol.gov/dol/compliance/compliance-majorlaw.htm

Small Business Compliance Assistance

Compliance assistance issues for small business and links to DOL tools and initiatives designed specifically for small businesses: www.dol.gov/osbp/sbrefa

Employment Law Guide

Requirements of major Department of Labor laws and help for employers in determining which requirements apply to their businesses or workers: www.dol.gov/asp/programs/guide/index.htm

Workplace Poster Advisor

Helps employers determine which workplace posters they must display. Users can also download and print posters directly from the Advisor: www.dol.gov/elaws/posters.htm

Rulemaking

Links to information about plans for rulemaking and any rulemakings currently underway at the Department of Labor: www.dol.gov/asp/regs/rulemaking.htm

Small Business Compliance Assistance Information

List of compliance assistance documents, publications and printed information published by various DOL agencies. Users can browse by agency or topic, or search by term, agency, and/or title: www.dol.gov/osbp/regs/compliance/matrix_main.htm

National Call Center

A toll-free universal access point of reference that provides callers with general information and promptly relays detailed inquiries to the proper Department of Labor office. Main Call Center number: 1-866-4-USA-DOL www.dol.gov/dol/contact/contact-phonecallcenter.htm

OPPORTUNITY CONFERENCE: BUILDING ON AMERICA'S PROMISE

Since 2003, the Department of Labor has hosted the Opportunity Conference, inviting other Federal agencies and non-profit organizations to address the unique needs of the Asian Pacific, Hispanic, and African American communities. Workshop topics have included small business development, accessing capital, doing business with the government, opportunities for faith-based and community organizations, and assistance to workers with limited English proficiency. The conferences have drawn attendees from across the nation and focused on helping Asian Pacific Americans, Hispanics and African Americans continue to play leadership roles in the American economy.

The November 2005 Opportunity Conference in Illinois marked the first regional expansion of this program. The Opportunity Conference was held in Philadelphia, Pennsylvania in 2006 and in Orlando, Florida in 2008. For more information about the October, 2008 Opportunity Conference in Orlando, visit www.opportunityconference.gov.

America's ethnic communities are among the greatest catalysts of growth in our economy, opening record numbers of small- and medium-size businesses, creating new jobs, and generating billions in revenues every year. Our nation's continued success will be tremendously enhanced by ensuring that Asian Pacific, Hispanic and African Americans are able to prosper and become even more integral to the U.S. economy. The Opportunity Conference has been an important part of that effort.



Source: U.S. Department of Labor

INTERNSHIP PROGRAM WELCOMES ASIAN PACIFIC AMERICANS

To foster a new generation of leaders, Secretary Chao established an internship program at the U.S. Department of Labor that has benefited many students, including over 100 Asian Pacific Americans. Secretary Chao also meets annually with Asian Pacific American interns in the Washington D.C. area to highlight careers in leadership and public service.

Students also participate in weekly brown bag lunch discussions, attend agency presentations, and work on projects assigned to them by their agency. Interns are given the opportunity to work in a variety of areas,

including public affairs, speechwriting and outreach programs. They are also given general administrative duties and the chance to develop stronger writing and research skills.

“The U.S. Department of Labor’s internship program is mentoring and cultivating a new generation of leaders,” says Secretary Chao. “This program was started to provide young Americans with unique opportunities to serve their country and learn about the Federal government. I believe it is an important effort to increase experience and skills for those who will soon be entering the American workforce.”



Source: U.S. Department of Labor

“The U.S. Department of Labor’s internship program is mentoring and cultivating a new generation of leaders.”

**– Elaine L. Chao,
U.S. Secretary of Labor**

WHERE CAN ASIAN PACIFIC AMERICANS IN FEDERAL SERVICE GET MORE INFORMATION?

In addition to all the resources in government, many private organizations in the Asian Pacific American community are there to help you pursue and expand opportunities in Federal government employment. These include:

FEDERAL ASIAN AMERICAN COUNCIL (FAPAC)

www.fapac.org

The U.S. government works closely with FAPAC in order to recruit Asian Pacific Americans for the workforce. FAPAC is a non-profit, nonpartisan organization representing the civilian and military Asian Pacific American employees in the Federal and District of Columbia governments. It promotes equal opportunity and cultural diversity within the Federal government through job fairs, other outreach, and scholarships to APA students interested in a government career. The annual FAPAC conference offers workshops on preparing resumes, interviewing skills, and SES candidate programs.

ASIAN AMERICAN GOVERNMENT EXECUTIVES NETWORK (AAGEN)

www.aagen.org

The Asian American Government Executives Network (AAGEN) is a 501(C)(3) nonprofit organization of current and former top managers and executives who share the mission to promote, expand, and support Asian Pacific American leadership in the Federal, state, and local governments. AAGEN recognizes that today's Federal workforce is different from past and present generations and supports steps to ensure accountability and diversity.

IMPORTANT DOL PHONE NUMBERS

**Main Call Center
Number:**

1-866-4-USA-DOL

**Employment and
Training Questions:**

1-877-US-2JOBS

**Wage and Hour
Questions:**

1-866-4-US-WAGE

**TTY Number for all
DOL Questions:**

1-877-889-5627

**Workplace Safety
and**

Health Questions:

1-800-321-OSHA

**Federal Employees
Compensation
Questions:**

1-866-999-3322

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**Asian
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American**



Federal Career Advancement Summit

